

New Bedford Whaling National Historical Park

STRATEGIC PLAN

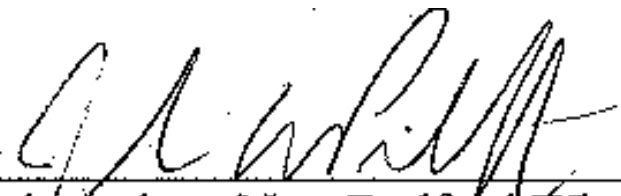


FY2001 - FY2005
Revised edition

NATIONAL PARK SERVICE - EXPERIENCE YOUR AMERICA

STRATEGIC PLAN
for
NEW BEDFORD WHALING NATIONAL HISTORICAL PARK
FISCAL YEAR 2001- 2005
(October 1, 2000 - September 30, 2005)

Approved by:



Superintendent, New Bedford Whaling NHP

05-10-00
Date

Revised Plan

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I. INTRODUCTION and OVERVIEW

About This Plan

This is the Strategic Plan for New Bedford Whaling National Historical Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the “in perpetuity” goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the six-year period covered by this plan, October 1, 2000 through September 30, 2005, federal fiscal years FY2001-2005.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by writing park headquarters at 33 William Street, New Bedford, MA 02740. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at www.nps.gov/nebe/planning.

The Plan also contains a general section on “Strategies” on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan’s long-term goals. There is a brief discussion of “Key External Factors” that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraphs that give background, detail, and other information to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one-year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people needed to do it.

New Bedford Whaling National Historical Park

New Bedford Whaling National Historical Park (NHP) is a vital part of America’s national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. The park was created through the Omnibus Parks and Public Lands Management Act of 1996 (Public Law 104-533, Sec. 511). New Bedford Whaling NHP encompasses 34 acres spread over 13 city blocks, including the New Bedford Historic District, a National Historic Landmark district. The schooner *Ernestina*, a National Historic Landmark berthed at State Pier on the waterfront, is considered to be within the park. The National Park Service may also assist in preserving and interpreting several properties integral to the park but outside its boundary: the southwest corner of State Pier, Waterfront Park, the Wharfinger Building, the Bourne Counting House, and the Rotch-Jones-Duff House and Garden Museum.

The park boundary embraces more than 70 properties, most of which are historic structures in private ownership. Some are owned and managed by other government agencies. Most of the sites named in the park's enabling legislation that are outside the park boundary are located within the designated port area (DPA) on the waterfront. They are subject to local and state land-use regulations, including specific DPA provisions intended to preserve and promote maritime industries.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of more than 300 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures, it also makes them available to millions of visitors from throughout the country and the world every year. The National Park Service also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.



Old Faithful - Yellowstone



Frederick Douglass NHS

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current NPS *Strategic Plan* is available for review at New Bedford Whaling NHP. It is also available on the Internet at www.nps.gov/planning.

As part of its GPRA implementation process and to meet the requirements of Public Law 105-391, Sec. 104, each NPS area, program, and office is responsible for developing and submitting their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and New Bedford Whaling NHP, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

II. MISSION

New Bedford Whaling National Historical Park helps to preserve, protect, and interpret certain districts, structures, and artifacts that are associated with the history of whaling and related social, economic, and environmental themes for the benefit and inspiration of this and future generations. These efforts will be undertaken in partnership with the city of New Bedford, local and regional institutions, and the Inupiat Heritage Center in Barrow, Alaska.

Our mission statement is a synthesis of our mandated purpose and the park's primary significance.

Purpose

The purpose of New Bedford Whaling National Historical Park is to preserve for the benefit and inspiration of the people of the United States certain districts, structures, and relics associated with the history of whaling and related social and economic themes in America. The park's enabling legislation states that the purpose of New Bedford Whaling NHP is to "help preserve, protect, and interpret the resources" within the national historical park "including architecture, setting, and associated archival and museum collections."

National Significance

New Bedford Whaling National Historical Park commemorates the city of New Bedford's heritage as the world's preeminent whaling port during the 19th century. It is the only NPS unit that focuses on the whaling industry's historic role in American and world culture. An extensive assemblage of cultural resources-cultural landscapes, historic buildings, museum collections, and archives preserve this history and collectively recount the stories of a remarkable era. Whaling,

a leading 19th century enterprise, contributed to America's economic and political vitality, both domestically and abroad. A complex business network of maritime industries operated by whaling merchants supported the industry. The cultural diversity of the whaling fleet's crewmembers enriched New Bedford with a cosmopolitan influence that continues today.

III. STRATEGIES: ACCOMPLISHING GOALS

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give our partners, stakeholders, and the public a better understanding of what we are trying to accomplish, and how we plan to do it.

Organization

Superintendent John Piltzecker leads the New Bedford Whaling National Historical Park staff. The staff is organized into 3 operating divisions: Resource Stewardship and Partnerships, Resource Education and Interpretation, and Administrative Support and Accountability. Staff expertise and specialties include: 1 Superintendent, 1 Deputy Superintendent, 1 Park Ranger (permanent), 1 Administrative Program Specialist, 1 Community Planner/Partnership Development Specialist, and 1 Historical Architect/Preservation Specialist. There is 1 Student Career Employment Program (SCEP) Park Ranger and on occasion there can be 1-2 Student Temporary Employment Program (STEP) Park Rangers. There are no NPS maintenance or law enforcement personnel on staff at the park. Janitorial and basic maintenance services are completed by contract with the Opportunity Center. Law enforcement within the boundaries of the park is provided by the City of New Bedford.

Our staff will be supplemented and/or supported by assistance or expertise from other NPS parks and central offices for various projects and functions. Appendix B summarizes funded or potential projects the offices that will assist park staff during the next 6 fiscal years.

Facilities



Park Visitor Center

New Bedford Whaling National Historical Park is a partnership park with limited property in federal ownership. The National Park Service received ownership of the "Old Bank" Building at 33 William Street in April 2000. Once a bank and a courthouse, this building was also a club headquarters, the Wellington Shirt Factory, a candy factory, Johnson's Auto Parts store and machine shop, and an antique store before New Bedford Institution for Savings reacquired it in 1978. For 14 years it served its original purpose. Then, in 1994, then-owner Fleet Bank donated the old bank to the Waterfront Historic Area League (WHALE), who in turn presented it to the National Park Service for use as the visitor center for New Bedford Whaling National Historical Park. Between 1999 and 2001, the National Park Service undertook a comprehensive rehabilitation of the building. The brownstone facade was repaired, orientation exhibits were installed, the original metal roofing was restored, a fire suppression system and accessible entrance were installed, and after careful paint analysis the color scheme of the 1870s was restored to the main room.

In addition to the visitor center, the park includes the New Bedford Historic District, a National Historic Landmark district. In total the park encompasses approximately 13 city blocks within 34 acres. Within this boundary there are over 70 properties, the vast majority of which include historic structures that contribute to the park's historic fabric and are held in private ownership. Properties open to the public include the New Bedford Whaling Museum and the Seamen's Bethel. The Custom House is federally owned and managed by the General Services Administration. The NPS leases two offices in the Custom House. The Schooner *Ernestina* is owned and maintained by the Commonwealth of Massachusetts, Department of Environmental Management. The city of New Bedford owns and operates the Elm Street Garage and Custom House Square and is responsible for maintaining the streets, lighting and other public infrastructure within the park.



New Bedford Whaling



Rotch Jones Duff House

In addition the NPS is authorized to assist in the interpretation and preservation of a number of specific sites named in the parks enabling legislation that are located outside the physical boundary of the park but for all intents and purposes are considered to be part of the park. These include the southwest corner of State Pier; Waterfront Park (located to the south of State Pier); the Warfonger Building; the Bourne Counting House; and the Rotch-Jones-Duff House and Garden Museum.

Inupiat Heritage Center - Over the last half of the 1800s, many New Bedford whaling vessels voyaged to the North Slope of Alaska, often wintering over to participate in the spring whaling season. Some New Bedford whalers may have settled in Arctic villages, and some North Slope residents trace their ancestry to the "Yankee Whalers." The Inupiat people of the North Slope still practice subsistence whaling.

The Inupiat Heritage Center in Barrow, opened in 1999, preserves the language and knowledge of these native people and promotes the collection, preservation, and exhibition of materials significant to their traditional culture and history. The center is legislatively associated with the park. It features an exhibit produced by the park in collaboration with the New Bedford Whaling Museum and the New Bedford Free Public Library. The park and its partners work with the center to develop collaborative programs.



The Inupiat Heritage Center - Barrow, Alaska

Financial Resources

Financial resources available to achieve the New Bedford Whaling NHP goals include a base-operating budget of approximately \$528,000. This budget funds a work force of 6 permanent positions and 1 seasonal position. This work force will be supplemented by over 10,000 hours of Volunteers-in-Parks service and special project and program funds distributed by the National Park Service regional and Washington offices. Achieving our goals is dependent on our base funding and additional project funds, volunteer assistance, partnerships and donations. Therefore, in order to plan and organize goals and the work to accomplish them, and to communicate and document it, all funding and staffing sources, and major alternative sources of support and work, are included in developing our Plan.

Program Evaluations

During the next five years, the park will use a systematic program of evaluations. The park has various tools to evaluate goal achievement. These tools include a visitor survey card program that measures visitor understanding and satisfaction and the Northeast Region Accountability Program (ACT) that measures the implementation of "best practices" in all aspects of park operations. The park also integrates goal tracking in its quarterly staff budget meetings and bi-annual individual performance reviews. This Strategic Plan will be reviewed annually and minor adjustments may be made based on annual performance achievement. The Strategic Plan will also need to be reviewed and revised at least every three years as required by NPS policy.

Park Operations

Cooperative Agreements - New Bedford Whaling National Historical Park exemplifies a new national park paradigm: Federal ownership of parklands is severely limited and partnerships are paramount in carrying out the park's mission and fulfilling the vision and goals for its future. The success of the park is dependent on alliances between the National Park Service and its partners to achieve park goals. Collaboration through these alliances yields positive results in historic preservation, research and programming. Alliances with partners are formalized through cooperative agreements.



US Custom House

Cooperative agreements are a vital cornerstone of the park's operation and are legal instruments that establish a relationship between a federal agency and a state or local government, tribal government, or other recipient. They are considered only when the following criteria are met: there is legal authority to use a cooperative agreement for the proposed activity; the agreement will accomplish a public purpose; and there will be substantial involvement between the parties to the cooperative agreement. The NPS has the legal authority to enter into cooperative agreements to further the mission of the NPS. However, the enabling legislation for various park system units has additional distinctive authorities that are site specific. New Bedford Whaling National Historical Park's enabling legislation has the following authorities and requirements:

- The NPS may consult and enter into cooperative agreements to provide for the preservation, development, interpretation, and use of the park.

- A 4-1 funding match, i.e., one dollar of Federal funds will be expended for each four dollars of funds contributed by non-Federal sources for the participation in the interpretation of the whaling industry.
- A 1-1 funding match for construction, restoration, and rehabilitation of visitor and interpretive facilities (other than annual operation and maintenance costs).
- The NPS may accept any money contributed from non-Federal sources to utilize for purposes of the park mission. With approval of the NPS, any donation of property, services, or goods from a non-Federal source may be considered as a contribution of funds.

The ability for the park's partners to meet these matching requirements varies by institution and needs to be considered by park management in undertaking joint ventures. The park's first years of operation indicate that the legislative matching requirement does place a tremendous strain on many organizations.

Resource Protection – The Built Environment - There are over 70 buildings within the park boundary and an additional four structures named in the legislation including one historic vessel. Most of the buildings are in private ownership. The preservation of these resources depends greatly on the actions of the New Bedford Historical Commission (NBHC). A National Park Service Representative has recently been appointed to NBHC. The NBHC was established in 1971 to serve a dual role as the City's primary historic preservation agent and as the design review board for the New Bedford Historic District. The NBHC's primary mandate is to identify, evaluate, and protect historic and archeological resources throughout the city of New Bedford. The NPS currently holds the place on the NBHC reserved for "land owners and tenants" of the New Bedford Historic District. Park staff will work with the City of New Bedford and the State congressional delegation to establish a permanent NPS seat on the NBHC.

IV. KEY EXTERNAL FACTORS

NPS Policies - NPS policies related to resource protection (particularly with regards to competing for special program or construction dollars) are heavily weighted toward traditional park models in which most of the resource base is federally owned and managed. This will hamper the ability of park staff to obtain NPS project funds for the park and its partners on resource projects and thus the reliance on the park's base operating budget will become greater. This is particularly troubling as demand for technical and financial assistance from the NPS continues to increase.



Historic Centre Street

Intergovernmental Relationships - The primary steward of the physical infrastructure, such as streets and sidewalks, within New Bedford Whaling National Historical Park is the City of New Bedford. The upkeep of the physical assets of the park is primarily at the discretion of the

mayoral administration with the concurrence of the city council. The current administration has been supportive of maintaining physical assets within the park. Future administrations may have different priorities for allocating staff and resources.

The appointment of a National Park Service representative to the New Bedford Historical Commission currently expires in 2003. Therefore, the NPS is in danger of having no voice on important resource matters that go before the commission beyond 2003. Park staff must work with the City of New Bedford to establish a permanent NPS presence on the NBHC.

Non-Profit Relationships - The operation of New Bedford Whaling National Historical Park relies heavily on collaborative efforts and partnerships with a myriad of institutions. Most of the institutions the park works with are non-profit entities. The support for the park mission and goals received from these partners is dependent upon the vision and direction established by the respective boards of directors.

V. NPS GOAL CATEGORIES AND MISSION GOALS

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, “in perpetuity” mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is included below.

Goal Category I Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib on obtaining and using scholarly and scientific knowledge about resources to make informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II Provide for the Public Use and Enjoyment & Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. It includes the mandate found in the NPS Organic Act “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services such as visitor centers, campgrounds, road and trails, recreational opportunities and keeping visitors safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country’s heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

This category refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.

Goal Category IV Ensure Organizational Effectiveness

This category includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

VI. PARK LONG TERM GOALS

Long-term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can “roll up nationally” into NPS accomplishments. Goal numbers may not be consecutive - where numbers are left out, an NPS goal does not apply to New Bedford Whaling NHP. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional

goals, and goals specific to this New Bedford Whaling NHP contain a zero (0) in the number. ***Long-term goals are italicized.*** Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each fiscal year.

1a5 Historic Structures -

By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures at the end of fiscal year 1999 are in good condition.

The List of Classified Structures (LSC) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. Structures on the LCS are primarily owned or operated by the NPS. The only structure from New Bedford Whaling NHP that will be included on the LCS is the park visitor center (New Bedford Institution for Savings). "Good" condition means structures and their significant features need only routine repairs or cyclic maintenance.

1a6 - Historic District Archival Collections

By September 30, 2005, 28 (50%) of 56 applicable preservation and protection standards for New Bedford Whaling NHP's historic district archival collections are met.

The NPS received ownership of the former New Bedford Institution for Savings building in April 2000. The building includes a vault that will be used to house the archives of the NBHC. In FY 1999, an NPS *Checklist for Preservation and Protection of Museum Collections* was completed for the vault. The *Checklist* identifies the environmental, security, and fire protection conditions necessary to preserve and protect museum objects. The *Checklist* for the vault found only 27% of the preservation and protection standards are currently being met. In order to rectify this problem and prepare the area for the archives, the park is scheduled to receive funding in FY 2001 to upgrade the conditions and re-house the historic district archives in the vault area.

The historic district archives collection will be housed in the vault at the park visitor center. As identified in the "Report on Collections of Cooperators for New Bedford Whaling NHP" completed by the Northeast Museum Services Center in 1998 the historical archives of the monumental preservation efforts begun in the late 1960's and early 1970's by the City of New Bedford and the Waterfront Historic Area League (WHALE) are in a state of disarray and are in need of re-housing. Presently, not all preservation records (files, plans, drawings, photographs, research, administrative records) can be found when needed for current and future reference. The historic district archives collection is currently scattered among several locations within the city. Papers are squeezed into sub-standard storage areas and they lack appropriate containers. There are no finding aids for this material. The collection is at risk due to inconsistency in

organization, inaccessibility, poor storage and lack of security. The historic district archives have been targeted as the most endangered archives related to the park. Staff of the Northeast Museum Services Center in conjunction with park staff will conduct the re-housing project.

Note on Other Collections: Beyond the historic district archives there are several park partners who possess museum collections relevant to park interpretive themes. These partners include the City of New Bedford, the Waterfront Historic Area League (WHALE), the New Bedford Whaling Museum, the Rotch-Jones-Duff House and Garden Museum, and the Schooner Ernestina Commission. The National Park



Visitor Center Vault

Service's role in supporting these institutions with their collections will be mainly one of providing technical and financial assistance as appropriations warrant. The types of projects the park would support are the creation of a universal finding aid to enhance access; support the identification of private collections relevant to park themes; and assistance with exhibits highlighting collections. Additionally, the NPS will convene a Collections Management Forum that assembles park partners on a regular basis to discuss cooperative strategies and coordinated activities related to the care and use of park-related collections.

Ib2C Historic Structures Baseline - List of Classified Structures

By September 30, 2005, 100% (1 of 1) of New Bedford Whaling NHP historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of FY 1999 have updated information.

The List of Classified Structures (LCS) is the primary computerized database containing condition information on historic structures within the national park system. Structures on the LCS are on, or eligible for the National Register of Historic Places, or are otherwise treated as cultural resources. The only structure from New Bedford Whaling NHP that is included on the LCS is the park visitor center. The park's Historical Architect will coordinate the update of all LCS database information.

Ib2E - Ethnographic Resources Baseline

By September 30, 2005, the number of New Bedford Whaling NHP ethnographic resources inventoried, evaluated, and entered on the National Park Service Ethnographic Resource Inventory (ERI) is increased from 0 in FY 1999 to 12.

New Bedford Whaling NHP has identified several ethnographic resources including the Seamen's Bethel and State Pier. Data from these and other sources will be entered into the ERI to assist the park and its partners in conducting research, interpretive programs, and assisting with community outreach efforts.



Seamen's Bethel

Ib2F – Historical Research Baseline – no activity expected during plan timeframe

Ila1- Visitor Satisfaction

By September 30, 2005, 99% of visitors to New Bedford Whaling NHP are satisfied with appropriate park facilities, visitor services, and recreational opportunities.

NPS visitor evaluations of park facilities (restrooms, visitor centers, etc.), visitor services (park maps, brochures, exhibits, commercial services, etc.), and recreational opportunities (sightseeing, outdoor recreation, and learning about history, etc.) are important and useful for measuring and improving visitor satisfaction. Visitor feedback comes from visitor



Official Park Map & Brochure

surveys, such as the recently implemented visitor survey card (VSC) program. New Bedford Whaling NHP first completed the survey during the summer of 1999 which established the park's baseline for this goal at 90% satisfaction. The park has established an annual satisfaction rating of 99%.

Ila2 - Visitor Safety

By September 30, 2005, the visitor accident/incident rate at New Bedford Whaling NHP is maintained at 0.

A visitor accident/incident is an accidental event or incident that affects a non-NPS employee, volunteer, cooperator or contractor that meets the following criteria:

- Results in serious injury, illness or death.
- Involves the direct use of, or interaction with, park facilities, roads, waters or resources
- "Serious injury or illness" requires treatment at a medical facility.

Iib1 - Visitor Understanding and Appreciation

By September 30, 2005, 85% of New Bedford Whaling NHP on-site park visitors surveyed can identify the significance of New Bedford Whaling National Historical Park.

This goal measures visitors' comprehension of park resources and history. A visitor's park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of its resources. All park efforts to provide visitors information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park. Measurement of visitor understanding feedback comes from the visitor



Learning about the "working waterfront"

survey card program. New Bedford Whaling NHP first completed the survey during the summer of 1999 and established the park's baseline for this goal at 67% understanding.

IVa3A - Performance Plans Linked to Goals

By September 30, 2005 100% of New Bedford Whaling NHP employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.



Ranger Frank Barrows at Summerfest

Every NPS employee is required to have an Employee Performance Plan and Results Report (Form DI-2002). Each employee's performance plan will have individual performance goals tied to the NPS mission or organizational outcomes. Employees will receive two formal appraisals per year and periodic informal appraisals.

IVa4A - Workforce Diversity- Permanent Positions

By September 30, 2005, the number of New Bedford Whaling NHP permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 2 at the end FY 1999 to 3.

The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in the targeted occupational series. When permanent positions become available the park will aggressively recruit a diverse applicant pool by working with the University of Massachusetts-Dartmouth Office of Minority Affairs and utilizing the Student Career Experience Program (SCEP).

IVa4B - Workforce Diversity - Seasonal Positions

By September 30, 2005, the total number of New Bedford Whaling NHP temporary/seasonal positions annually filled by underrepresented groups is increased from 1 in FY 1999 to 2.

The National Park Service is committed to increasing diversity in its workforce, and will recruit and hire qualified minorities, women, and individuals with disabilities in the targeted occupational series. When seasonal positions become available the park will aggressively recruit a diverse applicant pool by working with the University of Massachusetts-Dartmouth Office of Minority Affairs and utilizing the Student Career Experience Program (STEP).

IVa04 - Workforce Diversity -Disabilities

By September 30, 2005, New Bedford Whaling NHP continues to provide employment opportunities for individuals with disabilities through contracted services. .

Due to its small staff size and budget New Bedford Whaling NHP contracts out its maintenance and janitorial functions. The park currently uses the Opportunity Center to provide daily clean up and snow removal, etc of all park-owned facilities. The Opportunity Center works with a national nonprofit agency designated by the Committee for Purchase From People Who Are Blind Or Severely Disabled to provide technical assistance to Community Rehabilitation Programs (CRPs) interested in obtaining federal contracts under the Javits-Wagner-O'Day (JWOD) Program.

IVa6A - Employee Safety- Lost-time Injury Rate

By September 30, 2005, the number of New Bedford Whaling NHP employee lost-time injuries is maintained at the FY 1998-1999 average of 0.

Each year the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day. New Bedford Whaling NHP has established a Safety Committee made up of park staff and volunteers. This committee is charged with bringing to the attention of management any unsafe work conditions or practices.

IVa6A - Employee Safety- Continuation of Pay Hours

By September 30, 2005, the number of New Bedford Whaling NHP hours of Continuation of Pay is maintained at 0.

Continuation-of-Pay (COP) hours are the result of employees missing work due to on the job injuries or illnesses and are coded as COP on the timekeeping records. New Bedford Whaling NHP has established a Safety Committee made up of park staff and volunteers. This committee is charged with bringing to the attention of management any unsafe work conditions or practices. COP hours will be tracked by the Safety Committee.



Volunteer In Parks (VIP) Summer Kick-Off - 1999

IVb1 - Volunteer Hours

By September 30, 2005, number of New Bedford Whaling NHP volunteer hours is increased to 15,550 hours.

National Park Service volunteers provide a wide range of assistance, from maintenance to interpretation, to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, permits the National Park Service to accept and use voluntary help in ways mutually beneficial to parks and the volunteers. New Bedford Whaling NHP is fortunate to have over 70 volunteers who assist with park operations on a daily basis.

IVb2A - Cash Donations and Grants

By September 30, 2005, cash donations and cash grants received by the park or its partners for partnership related projects is increased from \$58,000 in FY 1999 to \$78,000 (25%).

This goal increases the dollar amount of support received by the National Park Service in donations and grants from the National Park Foundation, friends groups, cooperating associations, and other public and private sources. An increase in donations from these sources will enhance the ability of the NPS to operate parks and manage programs. Park staff will work extensively with its partner institutions to obtain non-appropriated funds that benefit the park and the purposes for which it was established.

IVb2C - Cooperating Associations

By September 30, 2005, the cash value of in-kind donations, grants and services to New Bedford Whaling NHP from Eastern National is increased by 35% (from \$600 to \$850).

Eastern National, the park's cooperating association provides quality educational products and services to America's national parks and other public trusts. The park operates an Eastern National bookstore in the park visitor center.



Park Bookstore

IVbX - Park Partnerships

By September 30, 2005, the number of projects satisfactorily completed under formal agreement that assist New Bedford Whaling NHP partners in protecting the resources or serving visitors is increased by 70% (from 3 to 10).



Wharfinger Building - Pier 3

This goal measures the technical assistance and support given by NPS staff for activities that promote the mission of the park to protect, preserve, and interpret the resources related to the 19th century whaling era. Assistance can range from providing interpretive training, exhibit design and fabrication, preservation training, grant advice, to an expenditure of park funds for a partner project. Formal agreements are written documents that provide clear guidance to both parties

VI. MEASURING RESULTS

To assist the National Park Service in complying with the Government Performance and Results Act (GPRA), an annual visitor survey is conducted in units of the National Park System. This survey was developed to measure each park unit's performance related to NPS GPRA Goals IIa1 (visitor satisfaction) and IIb1 (visitor understanding and appreciation). The park conducts the visitor survey every July.

During the next five years, the park will use a systematic program of evaluations. The park has various tools to evaluate goal achievement. These tools include a survey to measure visitor understanding and satisfaction and the Northeast Region Accountability Program (ACT) which measures the implementation of "best practices" in all aspects of park operations. The park also

integrates goal tracking in its quarterly staff budget meetings and bi-annual individual performance reviews.

This Strategic Plan will be reviewed annually and minor adjustments may be made based on annual performance achievement. The Strategic Plan will also need to be reviewed and revised at least every three years as required by NPS policy.

VII. STRATEGIC PLAN PREPARERS

John Piltzecker, Superintendent

Mike Caldwell, Deputy Superintendent (GPRA Coordinator)

Michelle Spink, Administrative Program Specialist

Thomas Ross, Community Planner

VIII. STRATEGIC PLAN CONSULTATIONS

Derek Santos, formerly Preservation Planner, City of New Bedford

Eileen Mueller, NPS Ethnography Program, Boston Support Office

David Uschold, NPS, Olmsted Center for Landscape Preservation

APPENDIX A - ENABLING LEGISLATION

PUBLIC LAW 104-533: OMNIBUS PARKS AND PUBLIC LANDS MANAGEMENT ACT OF 1996 SEC. 511. NEW BEDFORD NATIONAL HISTORICAL LANDMARK DISTRICT

Signed into law by President Clinton, November 12, 1996

(a) Findings and Purposes--

(1) Findings.--The Congress finds that--

(A) the New Bedford National Historic Landmark District and associated historic sites as described in subsection (c)(2), including the Schooner Ernestina, are National Historic Landmarks and are listed on the National Register of Historic Places as historic sites associated with the history of whaling in the United States;

(B) the city of New Bedford was the 19th century capital of the world's whaling industry and retains significant architectural features, archival materials, and museum collections illustrative of this period;

(C) New Bedford's historic resources provide unique opportunities for illustrating and interpreting the whaling industry's contribution to the economic, social, and environmental history of the United States and provide opportunities for public use and enjoyment; and

(D) during the nineteenth century, over two thousand whaling voyages sailed out of New Bedford for the Arctic region of Alaska, and joined Alaska Natives from Barrow, Alaska and other areas in the Arctic region in subsistence whaling activities; and

(E) the National Park System presently contains no sites commemorating whaling and its contribution to American history.

(2) Purposes.--The purposes of this section are--

(A) to help preserve, protect, and interpret the resources within the areas described in subsection (c)(2), including architecture, setting, and associated archival and museum collections;

(B) to collaborate with the city of New Bedford and with associated historical, cultural, and preservation organizations to further the purposes of the park established under this section; and

(C) to provide opportunities for the inspirational benefit and education of the American people.

(b) Definitions--For the purposes of this section--

- (1) The term 'park' means the New Bedford Whaling National Historical Park established by subsection (c)
- (2) The term 'Secretary' means the Secretary of the Interior.

(c) NEW BEDFORD WHALING NATIONAL HISTORICAL PARK--

(1) Establishment- In order to preserve for the benefit and inspiration of the people of the United States as a national historical park certain districts structures, and relics located in New Bedford, Massachusetts, and associated with the history of whaling and related social and economic themes in America, there is established the New Bedford Whaling National Historical Park.

(2) Boundaries- (A) The boundaries of the park shall be those generally depicted on the map numbered NAR-P49-80000-4 and dated June 1994. Such map shall be on file and available for public inspection in the appropriate offices of the National Park Service. In case of any conflict between the descriptions set forth in clauses (i) through (iv) and such map, such map shall govern.

The park shall include the following:

(i) The area included within the New Bedford National Historic Landmark District, known as the Bedford Landing Waterfront Historic District, as listed within the National Register of Historic Places and in the Massachusetts State Register of Historic Places.

(ii) The National Historic Landmark Schooner Ernestina, with its home port in New Bedford.

(iii) The land along the eastern boundary of the New Bedford National Historic Landmark District over to the east side of MacArthur Drive from the Route 6 overpass on the north to an extension of School Street on the south.

(iv) The land north of Elm Street in New Bedford, bounded by Acushnet Avenue on the west, Route 6 (ramps) on the north, MacArthur Drive on the east, and Elm Street on the south.

(B) In addition to the sites, areas and relics referred to in subparagraph (A) , the Secretary may assist in the interpretation and preservation of each of the following:

- (i) The southwest corner of the State Pier.
- (ii) Waterfront Park, immediately south of land adjacent to the State Pier.

(iii) The Rotch-Jones-Duff House and Garden Museum, located at 396 County Street.

(iv) The Wharfinger Building, located on Piers 3 and 4.<P>

(v) The Bourne Counting House, located on Merrill's Wharf.<P>

(d) Related Facilities- To ensure that the contribution of Alaska Natives to the history of whaling in the United States is fully recognized, the Secretary shall provide--

(1) financial and other assistance to establish links between the New Bedford Whaling National Historical Park and the North Slope Borough Cultural Center, located in Barrow, Alaska; and (2) to provide other appropriate assistance and funding for the North Slope Borough Cultural Center.

(e)Administration of Park.--

(1) In General- The park shall be administered by the Secretary in accordance with this Act and the provisions of law generally applicable to units of the national park system, including the Act entitled 'An Act to establish a National Park Service, and for other purposes', approved August 25, 1916 (39 Stat. 535; 16 U.S.C.1, 2, 3, and 4) and the Act of August 21, 1935 (49 Stat. 666; 16 U.S.C. 461-467).

(2) Cooperative Agreements- (A) The Secretary may consult and enter into cooperative agreements with interested entities and individuals to provide for the preservation, development, interpretation, and use of the park. (B) Any payment made by the Secretary pursuant to a cooperative agreement under this subsection shall be subject to an agreement that conversion, use, or disposal of the project so assisted for purposes contrary to the purposes of this Act, as determined by the Secretary, shall result in a right of the United States to reimbursement of all funds made available to such project or the proportion of the increased value of the project attributable to such funds as determined at the time of such conversion, use, or disposal, whichever is greater.

(3) Non-federal matching requirements (A) Funds authorized to be appropriated to the Secretary for the purposes of--

- (i) cooperative agreements under paragraph (2) shall be expended in the ratio of one dollar of Federal funds for each four dollars of funds contributed by non-Federal sources; and
- (ii) construction, restoration, and rehabilitation of visitor and interpretive facilities (other than annual operation and maintenance costs) shall be expended in the ratio of one dollar of Federal funds for each one dollar of funds contributed by non-Federal sources.

(B) For the purposes of this paragraph, the Secretary is authorized to accept from non-Federal sources, and to utilize for purposes of this Act, any money so contributed. With the approval of the Secretary, any donation of property, services, or goods from a non-Federal

source may be considered as a contribution of funds from a non-Federal source for the purposes of this subsection.

(4) Acquisition of real property- For the purposes of the park, the Secretary may acquire only by donation lands, interests in lands, and improvements thereon within the park.

(5) Other property, funds, and services- The Secretary may accept donated funds, property, and services to carry out this Act.

(e) General Management Plan

Not later than the end of the second fiscal year beginning after the date of enactment of this Act, the Secretary shall submit to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate a general management plan for the park and shall implement such plan as soon as practically possible. The plan shall be prepared in accordance with section 12(b) of the Act of August 18, 1970 (16 U.S.C. 1a-7(b)) and other applicable law.

(f) Authorization of Appropriations.

(1) In general- Except as provided in paragraph (2), there are authorized to be appropriated such sums as may be necessary to carry out annual operations and maintenance with respect to the park. and to carry out the activities under section 3(d). [<-Italic] <P>

(2) Exceptions- In carrying out this Act--

(A) not more than \$2,000,000 may be appropriated for construction, restoration, and rehabilitation of visitor and interpretive facilities, and directional and visitor orientation signage;

(B) none of the funds authorized to be appropriated by this Act may be used for the operation or maintenance of the Schooner Ernestina; and

(C) not more than \$50,000 annually of Federal funds may be used for interpretive and educational programs for the Schooner Ernestina pursuant to cooperative grants under subsection (d)(2).

APPENDIX B – SUMMARY OF PROJECTS

ADMINISTRATIVE SUPPORT AND ACCOUNTABILITY		
PROJECT	NPS ASSISTANCE FROM	SCHEDULE
Human Resources Assistance <ul style="list-style-type: none"> • Classification • Job Announcements • Official Personnel Folders 	Lowell National Historical Park	Ongoing
Contracting <ul style="list-style-type: none"> • Procurement above \$2,500 • Service Contracts • Construction Contracts • Cooperative Agreements 	Cape Cod National Seashore	Ongoing

RESOURCE EDUCATION AND INTERPRETATION		
PROJECT	NPS ASSISTANCE FROM	SCHEDULE
Visitor Survey Card & Analysis	Univ. of Idaho	Annually in July
Rehabilitate Bank Teller Cage for Visitor Use	NER Cultural Resources Center	FY00
Oral History Project Phase II	Boston Support Office	FY00-01
Visitor Center Exhibits	Harpers Ferry Center; Boston NHP	FY00-01
Long Range Interpretive Plan	Harpers Ferry Center	FY00-01
Visitor Parking/Transportation Plan	Boston Support Office	FY02
Accessibility Plan for Park Sites	Boston Support Office	As funded
Audio Visual Program	Harpers Ferry Center	As funded
Develop Educational Program Space	Northeast Regional Office	As funded/donated
Install/Rehabilitate Wayside Exhibits	Harpers Ferry Center	As funded
Develop Exhibits for the Wharfinger Building	Harpers Ferry Center	As funded
Develop and Publish Official NPS Guidebook for Park	Harpers Ferry Center	As funded
Obtain Public Access and Develop Exhibits at Bourne Counting House	Harpers Ferry Center	As funded
Develop Ed. Guide for New Bedford Cultural Landscape	Olmsted Center for Landscape Preservation; Boston Support Office	As funded

RESOURCE STEWARDSHIP AND PARTNERSHIPS		
PROJECT	NPS ASSISTANCE FROM	SCHEDULE
General Management Plan	Boston Support Office	FY00
Collections Management Plan	Northeast Museum Services Center	FY00
Resource Management Plan	Boston Support Office	FY00-01
Cultural Landscape Inventory	Olmsted Center for Landscape Preservation	FY 00-05
Historical Commission <ul style="list-style-type: none"> • Update design guidelines • Membership on Historic Comm. 	NER Cultural Resources Center	FY00-05

<ul style="list-style-type: none"> Expand NHL and 40c boundary 		
Re-house Historic District Archives	Northeast Museum Services Center	FY01
Initiate Maintenance Planning (VC)	Cape Cod National Seashore; Boston Support Office	FY01
Establish a Park Friends Group	Washington Office	FY01-05
Implement Historic Features Monitoring Program	Olmsted Center for Landscape Preservation; Boston Support Office	FY 02
Update List of Classified Structures	NER Cultural Resources Center	As needed
Prepare Historic Structure Report for the Seamen's Bethel	NER Cultural Resources Center	As funded
Prepare Cultural Landscape Report for the Rotch-Jones-Duff House	Olmsted Center for Landscape Preservation	As funded
Prepare Historic Furnishings Report for the Rotch-Jones Duff House	Northeast Museum Services Center	As funded
National Historic Landmark & National Register Nominations	NER Cultural Resources Center; Boston Support Office	As funded
Preservation Assistance <ul style="list-style-type: none"> Redevelopment of properties Building facade program Preservation techniques 	Northeast Regional Office; NER Cultural Resources Center; Boston Support Office; Williamsport Preservation Center	As funded
Universal Finding Aid for NPS and Partner Museum Collections	Northeast Museum Services Center	As funded
Private Collections Documentation	Northeast Museum Services Center	As funded